

*Protecting America at
Home and Abroad*



NATIONAL GUARD

2006



POSTURE STATEMENT







2006 NATIONAL GUARD POSTURE STATEMENT

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In Memoriam

A special dedication to the men and women of the Army and the Air National Guard who made the ultimate sacrifice while serving the United States of America.

America's 21st Century Minutemen—Always Ready, Always There!

National Guard Soldiers and Airmen lost during the attacks on 9/11, Operation Nobel Eagle, Operation Enduring Freedom and Operation Iraqi Freedom as of March 11th, 2005

SGT Leonard Wade Adams, NC	SGT Felix M. Del Greco, CT	SGT Jesse Marvin Lhotka, MN	CPL John T. Rivero, FL
PVT Algernon Adams, SC	SPC Daryl T. Dent, DC	SPC Justin W. Linden, OR	SSG William Terry Robbins, AR
SPC Segun F. Akintade, NY	SPC Daniel A. Desens, NC	SPC Jeremy Loveless, AL	SSG Alan Lee Rogers, UT
SPC Michael Andrade, RI	SPC Ryan E. Doltz, NJ	SSG David L. Loyd, TN	SPC Daniel Romero, CO
SPC Azhar Ali, NY	SPC Thomas John Dostie, ME	CPT Robert Lucero, WY	SFC Robert E. Rooney, NH
SGT Christopher James Babin, LA	SPC Christopher M. Duffy, NJ	SPC Wai Phyo Lwin, NY	SPC David L. Roustrum, NY
SSG Nathan J. Bailey, TN	SGT Christian Philip Engeldrum, NY	SSG William Francis Manuel, LA	SGT Roger D. Rowe, TN
SPC Ronald W. Baker, AR	SPC Michael Scott Evans II, LA	SPC Joshua Samuel Marcum, AR	SPC David Alan Ruhren, VA
SGT Sherwood R. Baker, PA	SGT Justin L. Eyerly, OR	PFC Ryan A. Martin, OH	CW4 William Ruth, MD
1LT Gerald Baptiste, NY	SPC Huey P. Long Fassbender, LA	SPC Nicholas Conan Mason, VA	SPC Lyle Wyman Rymer II, AR
SGT Michael C. Barkey, OH	CPT Arthur L. Felder, AR	SPC Patrick R. McCaffrey, Sr., CA	SPC Jeremiah W. Schmunk, WA
1LT Christopher W. Barnett, LA	SPC Jon P. Fettig, ND	1LT Erik S. McCrae, OR	SPC Jeffrey R. Shaver, WA
SGT Michael Barry, KS	SGT Damien Thai Ficek, WA	SPC Donald R. McCune, MI	SGT Kevin Sheehan, VT
SPC Todd M. Bates, OH	SGT Jeremy J. Fischer, NE	SPC Jeremy Wayne McHalfey, AR	1LT Andrew Carl Shields, SC
SPC Alan Bean Jr., VT	SPC David Michael Fisher, NY	SPC Eric S. McKinley, OR	SPC Roshan "Sean" R. Singh, NY
SGT Bobby E. Beasley, WV	SGT Paul F. Fisher, IA	SSG Heath A. McMillan, NY	SPC Aaron J. Sissel, IA
CPL Joseph Otto Behnke, NY	SPC Craig S. Frank, MI	SPC Robert Allen McNail, MS	1LT Brian D. Slavenas, IL
SGT Aubrey D. Bell, AL	SSG Bobby C. Franklin, GA	SPC Kenneth A. Melton, MO	SGT Keith Smette, ND
SPC Bradley John Bergeron, LA	SSG Jacob Frazier, IL	SPC Michael G. Mihalakis, CA	SGT Michael Antonio Smith, AR
SSG Harold D. Best, NC	SPC Armand L. Frickey, LA	SFC Troy L. Miranda, AR	CPL Darrell L. Smith, IN
SGT Dennis J. Boles, FL	SGT Seth Kristian Garceau, IA	SPC Dennis B. Morgan, NB	CW4 Bruce A. Smith, IA
SFC Craig A. Boling, IN	SPC Tomas Garces, TX	SGT Shawna M. Morrison, IL	Maj Gregory Stone, ID
COL Canfield "Bud" Boone, IN	SGT Landis W. Garrison, IL	SPC Clifford L. Moxley, PA	2LT Matthew R. Stoval, MS
PFC Samuel R. Bowen, OH	SGT Christopher Geiger, PA	SPC Warren Anthony Murphy, LA	SSG Michael Sutter, IL
SGT Larry Bowman, NY	SPC Christopher D. Gelineau, ME	SPC Nathan W. Nakis, OR	SGT Robert Wesley Sweeney III, LA
SSG Hesley Box, Jr., AR	2LT Richard Brian Gienau, IL	SPC Creig Lewis Nelson, LA	SGT Deforest L. Talbert, WV
SSG Stacey C. Brandon, AR	SPC Richard A. Goward, MI	SPC Joshua M. Neusche, MO	SFC Linda A. Tarango-Griess, NE
SPC Kyle A. Brinlee, OK	SGT Jamie A. Gray, VT	SPC Paul Anthony Nicholas, CA	SPC Christopher M. Taylor, AL
SSG Cory W. Brooks, SD	1LT Robert L. Henderson II, KY	SGT William J. Normandy, VT	MSG Thomas R. Thigpen, Sr., GA
SPC Philip D. Brown, ND	SSG Kenneth Hendrickson, ND	PFC Francis Chinomso Obaji, NY	1LT Jason Gray Timmerman, MN
PFC Nathan P. Brown, NY	SPC James J. Holmes, MN	SGT Nicholas Joseph Olivier, LA	SGT Humberto F. Timoteo, NJ
PFC Paul J. Bueche, AL	SPC Jeremiah J. Holmes, ME	SSG Todd Donald Olson, WI	SPC Seth Randell Trahan, LA
SPC Jimmy Dale Buie, AR	SGT Jessica Marie Housby, IL	SPC Richard P. Orengo, PR	SPC Quoc Binh Tran, CA
SPC Alan J. Burgess, NH	SPC Robert William Hoyt, CT	SSG Billy Joe Orton, AR	2LT Andre D. Tyson, CA
SGT Charles T. Caldwell, RI	SSG Henry E. Irizarry, NY	SGT Timothy Ryndale Osbey, MS	PFC Daniel P. Unger, CA
SSG Joseph Camara, MA	SPC Benjamin W. Isenberg, OR	SSG Michael C. Ottolini, CA	PFC Wilfredo Fernando Urbina, NY
SPC Jocelyn L. Carrasquillo, NC	SPC William Jeffries, IN	PFC Kristian E. Parker, LA	SGT Michael A. Uvanni, NY
SGT Frank T. Carvill, NJ	SPC David W. Johnson, OR	SGT Theodore L. Perreault, MA	SGT Gene Vance Jr., WV
CAPT Christopher S. Cash, NC	SFC Michael Dean Jones, ME	SSG David S. Perry, CA	1LT Michael W. Vega, CA
SPC Jessica L. Cawvey, IL	SPC Alain Louis Kamolvathin, NJ	SGT Jacob Loren Pfingsten, MN	PFC Kenneth Gri Vonronn, NY
SPC James A. Chance III, MS	SPC Mark J. Kasecky, PA	SGT Ivory L. Phipps, IL	SSG Michael Scott Voss, NC
SSG William D. Chaney, IL	SPC James C. Kearney, IA	SGT Foster Pinkston, GA	PFC Brandon J. Wadman, FL
SSG Craig W. Cherry, VA	PFC David M. Kirchoff, IA	SGT Darrin K. Potter, KY	SFC Mark C. Warren, OR
SPC Don A. Clary, KS	SGT Floyd G. Knighten Jr., LA	SGT Christopher S. Potts, RI	SSG David J. Weisenburg, OR
MSG Herbert R. Claunch, AL	SPC Joshua L. Knowles, IA	SGT Lynn Robert Poulin, SR, ME	SPC Cody Lee Wentz, ND
SPC Brian Clemens, IN	SSG Lance J. Koenig, ND	SPC Robert Shane Pugh, MS	SPC Jeffrey M. Wershow, FL
SGT Russell L. Collier, AR	CW3 Patrick W. Kordsmeier, AR	SPC Joseph Andrew Rahaim, MS	1LT Charles L. Wilkins III, OH
SFC Kurt Joseph Comeaux, LA	SFC William W. Labadie Jr., AR	SPC Eric U. Ramirez, CA	SPC Michael L. Williams, NY
SFC Sean M. Cooley, MS	SGT Joshua S. Ladd, MS	SPC Christopher J. Ramsey, LA	SFC Christopher R. Willoughby, AL
SGT Alex J. Cox, TX	SPC Charles R. Lamb, IL	PFC Brandon Ramsey, IL	SSG Clinton L. Wisdom, KS
SPC Carl F. Curran, PA	CW4 Patrick Daniel Leach, SC	SSG Jose Carlos Rangel, CA	SPC Robert A. Wise, FL
SPC Daryl Anthony Davis, FL	PFC Ken W. Leisten, OR	SSG Johnathan Ray Reed, LA	SPC Michelle M. Witmer, WI
SPC Raphael S. Davis, MS	SSG Jerome Lemon, SC	SSG Aaron T. Reese, OH	SGT Elijah Tai Wah Wong, AZ
SSG David Fredrick Day, MN	SPC Tiothy J. Lewis, VA	SPC Jeremy L. Ridlen, IL	SGT Roy A. Wood, FL



**Lieutenant General
H Steven Blum,
Chief**
National Guard Bureau



CNGB Executive Summary

Overview

The National Guard is essential and engaged in our hometowns and across the globe.

As of January 1st, there are more than 109,000 Army and Air National Guardsmen on active duty worldwide, with another 9,700 alerted and awaiting mobilization, and 2,900 more serving in a Title 32 or State Active Duty status. Over 240,000 guard members have been mobilized since September 11th. Today more than 40 percent of the forces on the ground in Iraq are Guard and Reserve, and that proportion is set to grow this year.

We conduct peacekeeping operations in Bosnia, Kosovo and the Sinai. We man the Avenger air defense batteries protecting our nation's Capitol, as well as Ground-based Mid-course Missile Defense interceptors in Alaska. We fly the vast majority of the air sovereignty missions over American cities.

The Guard supports emergency responders and managers at local, state and regional levels. We respond to fires, floods, blizzards, tornadoes and hurricanes. We counter narco-terrorism, protect critical infrastructure, conduct airport and border security missions and defend against physical and cyber attacks on our homeland.

We assist four combatant commanders as they engage in Theater Security Cooperation with our allies through our unique State Partnership Program, forging close bonds between our states and sovereign nations.

We continue to invest in our nation's most precious resource, our youth, through the Starbase, About Face, Drug Demand Reduction and ChalleNGe programs.

As the National Guard engages in every one of these endeavors, it also engages our families, employers, cities, towns and villages across this land—committing them to America's cause. When you call out the Guard, you call out America!

Support the Warfight Anytime, Anywhere

The Army National Guard is rapidly transforming from an under-resourced, Cold War, strategic reserve to an Operational Force ready for immediate employment across the full spectrum of the Global War on Terror.





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In the 1990s, our National Guard divisions were not even in the Army's war plans; today, the first Guard division headquarters to deploy to combat since the Korean War is on the ground in Iraq and commanding active duty, Guard and Reserve forces.

We are rebalancing our forces in accordance with Army and Air Force requirements to ensure we have the right capabilities, in the right numbers, at the right places. We are converting, for example, our Cold War artillery into the military police, chemical, intelligence, surveillance and reconnaissance units we need for the current warfight. During the next three years, the Army National Guard will restructure to a Modular and Expeditionary force. No longer a "legacy force" or a strategic reserve, the Army Guard will have the same units and same equipment as the active Army. In order for this transformation to become a reality, it will require a long-term resource commitment on the part of Congress.

The Air Guard continues to modernize, creating a more capable and versatile force that will ensure continued American dominance in air power for the next 20 years. Air National Guard planes carry most of the precision-guided munitions dropped in Iraq, the result of congressionally directed procurement of targeting pods that has given the Air Guard capabilities superior to those of many active Air Force units.

The Guard's State Partnership Program provides a unique tool to strengthen our international alliances. This is a highly successful, direct military-to-military engagement program that has blossomed to embrace military-to-civilian and civilian-to-civilian interaction with 48 countries around the globe. It supports the theater engagement efforts of the commanders of Pacific Command, European Command, Central Command and Southern Command, and it is in direct support of the National Security Strategy imperative that we deter forward in those four critical areas.

More than 210 National Guardsmen and women have made the ultimate sacrifice in Iraq and Afghanistan, and thousands have been injured. We as a nation must ensure that the military medical system treats our wounded with the utmost care and respect. We also have a responsibility to Guardsmen who are so critically injured that they cannot return to military service or their former civilian careers. We

want to ensure they have a smooth transition to Veterans Administration care. Additionally, we will do everything within our abilities to assist them in obtaining civilian jobs compatible with their grave injuries. The National Guard took the first step by creating a position in every state dedicated to helping all catastrophically wounded veterans—regardless of service or component—make that transition and receive the benefits they are due. Wherever possible, we hire a seriously wounded veteran to perform this duty. We also reach out to employers across America to encourage them to hire our wounded heroes.

A key aspect of the Guard's preparedness to go to war—or to provide service here at home—is the necessity to rearm and reequip our units as they return from abroad. Warfighting not only wears out equipment; in many cases, Guard units redeploying home are ordered to leave their equipment behind for follow-on forces. An Engineer company that returns home without bulldozers or earthmovers cannot train for the next deployment. It has trouble recruiting new Soldiers and is of diminished use to a governor in the event of an emergency. As operational tempo remains high across the Guard and we shift to becoming a no-notice or short-notice reserve, we cannot ignore the costs of "resetting" the force once it returns home. These costs, when added to the necessary expense of converting to modular and expeditionary units with equipment levels equal to those of their active Army counterparts, will be high—but will only increase if the inevitable is delayed.

Homeland Defense: Here and Abroad for over 368 Years

Mission One for the National Guard is Homeland Defense. The president, the governors, Congress and the Secretary of Defense have clearly insisted that the Guard be fully prepared to engage in Homeland Defense and to support Homeland Security missions while simultaneously engaged in combat overseas; in fact, they insist that we be more accessible than we've ever been in the past. Congress further enhanced the Guard's domestic Homeland Defense and Security mission capability in the 2005 Defense Authorization Act, by amending Title 32 of the U.S. Code to authorize the funding of homeland defense activities by the National Guard, upon approval of the Secretary of Defense.





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We have committed to the governors—our state Commanders in Chief—that the National Guard will have sufficient capabilities under their control to meet their needs. Those capabilities include key assets for command, control and immediate response—the Joint Force Headquarters, Civil Support Teams, rapid reaction forces, medical, aviation, decontamination and engineering units.

At the state level, the Guard continues to strengthen ties with the Department of Homeland Security. In 23 states and territories, the Adjutant General serves as either the state Director of Emergency Management, the state Director of Homeland Security or both. The National Guard Bureau is also taking the lead in promoting increased sharing of interagency and intergovernmental intelligence. By using a host of communications and intelligence networks linked to each state Joint Forces Headquarters, we are rapidly achieving a nationwide, state-by-state Common Operating Picture.

We are rebalancing forces among the states. Some of this is taking place across service lines; a medic is a medic, whether Army green or Air Force blue. The Joint National Guard Bureau will apportion medical, transportation, communication, police and other assets based on state needs—not just service-unique criteria.

Innovative solutions to Homeland Defense and Security challenges led us to leverage many capabilities previously envisioned for use only in our federal warfighting role. A year ago, we conceptually spoke of leveraging these capabilities. Today, it is a reality. Every state now has reaction forces to rapidly respond to a governor's summons—a company of 125 Army or Air Guard personnel within four to eight hours; a battalion of 500 personnel within 24 to 36 hours.

The Department of Defense has announced the activation of the final 11 Civil Support Teams. As a result, every state, territory and the District of Columbia will have this full-time asset capable of deploying, detecting and advising civil authorities on managing the effects of a Weapons of Mass Destruction attack.

Twelve regional Chemical, Biological, Radiological, Nuclear and high-yield Explosives Enhanced Response Force Packages—modeled on the single

existing Marine Corps unit—were established and subsequently certified by the U.S. Marine Corps and U.S. Army. These force packages provide mass casualty decontamination, security and urban search and extraction in contaminated environment capabilities in addition to those of the Civil Support Team. The power of these response packages is that we leverage existing warfighting units in the Army and Air Guard by providing only modest amounts of additional equipment and training to create this critically needed, new capability.

Since October 2003, every state has had a provisional standing Joint Force Headquarters with the capability to coordinate, synchronize and control all military efforts in support of the lead state, local or federal agency responding to a crisis. These headquarters proved themselves remarkably capable last year handling myriad challenges—from responding to multiple deadly hurricanes in Florida, to operational control of forces for border security during Operation Winter Freeze, to full-scale command and control of all federal and state military forces during three separate National Security Special Events—the G-8 summit and the Democratic and Republican National Conventions.

The National Security Special Event command and control construct was a landmark achievement. For the first time in our nation's history, we attained unity of command for all military forces operating in support of a major security event—National Guard on state active duty, National Guard under USC Title 32 control, Army, Navy, Air Force and Marine Corps Title 10 forces—all commanded by a single National Guard commander from a state Joint Force Headquarters, operating in a joint, combined, intergovernmental and interagency environment.

Once the mission statements of the 54 state Joint Force Headquarters, as well as the Joint National Guard Bureau, are formally approved, we will begin providing our personnel with the Joint Professional Military Education they require to most effectively serve in their role as the 54 forward deployed headquarters for homeland defense and security. We are well within reach of our goals to improve the Guard's readiness to fight the Global War on Terror both at home and abroad and provide greater value in terms of efficiencies and effectiveness to the citizens of the states and of the United States.



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Ground-based Midcourse Missile Defense interceptors, manned entirely by full-time members of the Alaska Army National Guard, have achieved limited operating capability at Fort Greeley. Similarly, the Air Guard continues the air sovereignty mission it has been conducting over this nation since September 2001, employing new facilities and new command and control infrastructure to improve the effectiveness of this mission. We continue to stand watch, as we have for nearly 400 years.

Transformation for the 21st Century

Transforming the Cold War-era mobilization process is a must in order to speed our shift from a strategic reserve to an operational force—and to increase Soldier retention.

Last year, we promised the governors—and our Soldiers and Airmen—a more predictable model for operational rotations. This makes it easier to plan for which units will be available for homeland defense and helps Guard members, families and employers better understand and prepare for their own future. We began implementing our plan this year, distributing the burden of deployments among states and units as equitably as possible. Our goal is for every Guard member to know when and for how long they will deploy well in advance of their deployment date.

Recruiting for the Army Guard has been a challenge this past year. We saw remarkably high levels of retention among Soldiers and Airmen who deploy overseas with their units. However, prior service enlistments are significantly down and recruiting new Soldiers has been difficult. With the extensive new resources devoted by Congress, we hope to once again meet our goals. As a result of this congressional attention, we dramatically increased enlistment and reenlistment bonuses and added 1,400 new recruiters across the nation—an increase of more than 50 percent over the 2,700 recruiters we had. There remain, however, continued inequities between the bonuses and entitlements for which the Guard and Reserve are eligible and those that the active component receives.

Army Guard units are not resourced for the high level of readiness that today's environment demands. Since 9/11, over 75 percent of our divisional combat battalions—among the lowest resourced Army units—have been mobilized. Because of decades of maintaining units in peacetime at lower strength than authorized for wartime, nearly every Guard unit mobilized has required fillers. In effect, we are unable to mobilize a full-strength battalion without reducing the readiness of a second battalion.

In order to transform to a modern operational force, we need to change this practice. The Army Guard needs to man its units like the active Army, at full wartime strength. While this means reducing the overall structure, the result will be fully manned units and a more ready and accessible National Guard.

The number of aircraft in the Air National Guard will decrease as technologies increase capabilities. We will expand our medical, engineering, security and intelligence units through the Vanguard transformation program. The Air Guard also strives to increase its capabilities in joint operations through network-centric systems, such as the Enhanced Radio Location Reporting System—a means for tracking friendly units on the ground—and the Expeditionary Medical Support system—a highly mobile, integrated and multifunctional medical response suite that is currently in use in Iraq and is also ideal for rapid response here at home.

The Guard is undergoing change at an unprecedented rate. We are operating as joint headquarters in the states and jointly at the National Guard Bureau. We are leveraging new capabilities from our warfighting units for Homeland Defense, adopting new missions such as civil support and missile defense, working with the Army to revamp the mobilization process and the way we man our units. We are rebalancing forces for both the federal and state missions—all while conducting the daily business of disaster response at home and peacekeeping and warfighting overseas. Your National Guard—the spirit of our Soldiers and Airmen, is indomitable!

We are proud to serve as America's 21st Century Minutemen—always ready, always there!



**Lieutenant General
Roger C. Schultz,
Director**
Army National Guard



"Serving a Nation at War: At Home and Abroad"

Message from the Director

The Army National Guard is an integral and vital component of the United States Army. The Guard is organized, trained and resourced to support the president and Congress of the United States. Since September 11, 2001, the Army National Guard has provided trained and ready units across the entire nation and the globe. The Army National Guard commits to continued support of the Global War on Terrorism both at home and abroad.

In 2004, the Army National Guard supported ongoing combat service in Iraq and Afghanistan, emergency service and reconstruction efforts in the aftermath of Florida's record number of hurricanes and enduring missions to the Balkans and Sinai Peninsula. The Army National Guard met the challenge of balancing our federal and state missions. Our Soldiers, families and employers deserve credit for a job well done in the face of strained resources.

This Posture Statement presents an opportunity to lay out in detail the Army National Guard actions to ensure our nation's defense, meet our strategic and legislative goals and transform to meet tomorrow's challenges. The Chief of the National Guard Bureau established our fiscal year 2006 priorities to Support the Warfight, Defend the Homeland and Transformation for the Future.

The Army National Guard balances its status as an integral element of the United States Army with its readiness to serve state governors and the people of our communities. Our Citizen-Soldiers represent thousands of communities across America. Our Soldiers bring with them real-world experience and provide capabilities to address both domestic disasters and foreign conflicts.

The Army National Guard remains committed to transform into an Operational Force that continues to be capable of its dual role to support the Global War on Terrorism and the state governors. The Army National Guard's commitment to domestic and foreign affairs will remain at a consistent pace for the coming years. We are able to keep this commitment because of the continued dedication of our Soldiers, support from the families and the resources provided by Congress.





Support the Warfight Anytime, Anywhere

The Citizen-Soldier: Defending the Nation

The Army National Guard demonstrates it is a full partner of the Total Army Force. The Army National Guard provided ready units in support of a variety of overseas missions throughout fiscal year 2004.

The Army National Guard mobilized and deployed more than 95,000 Soldiers to war in support of Operation Noble Eagle (America's Homeland Defense), Operation Enduring Freedom (Afghanistan) and Operation Iraqi Freedom (Iraq). The Army National Guard conducts operations ranging from combat to peacekeeping and force protection to national missile defense missions. The Army National Guard meets operational requirements in conjunction with training activities in 84 countries. The Army National Guard balances missions with continued support to state and local authorities during natural and manmade disasters, Homeland Defense and Homeland Security.

The Army National Guard fortified its success with a long-term leadership role in the Balkans, supporting Peacekeeping Operations in Bosnia and Kosovo. Army National Guard units received assignment as Multi-National Force Observers in the Sinai Peninsula. The Active Component previously supported each of these operations. The Army National Guard will conduct these missions in the future.

Equipping the Force

The Army National Guard established funding priorities based on the Army Chief of Staff's vision for modernizing the total force core competencies. These competencies include training, equipping Soldiers, growing capable leaders and maintaining a relevant and ready land power. The Army National Guard focus is to organize and equip current and new modularized units with the most modern equipment available. This modernization ensures our ability to continue support of deployments, homeland security and defense efforts while maintaining our highest war-fighting readiness. This requires the Rapid Fielding Initiative to equip our Soldiers with the latest force protection items, such as body armor with

Small Arms Protective Insert Plates, Night Vision Devices and small weapons.

Intelligence Operations

Army National Guard Soldiers assigned to Military Intelligence play a vital role in the Global War on Terrorism and National Security. The Army National Guard deployed these Soldiers worldwide to support intelligence operations at the tactical, operational and strategic levels. During 2004, Army National Guard Military Intelligence units supported combatant commanders deployed in Bosnia, Kosovo, Afghanistan, Iraq, Kuwait, Saudi Arabia, Jordan, Turkey, Bahrain, Qatar, Oman, Djibouti, Guantanamo Bay and to Continental United States locations. Army National Guard linguists and analysts provided capabilities for government agencies such as the National Security Agency, Defense Intelligence Agency and elements of the State, Treasury and Justice Departments. At all levels of operation, Soldiers participate in sanctioned activities including imagery intelligence, signals intelligence, document exploitation, counter-drug and analysis-based intelligence. Our Soldiers engage in intelligence activities concurrently with training to improve their readiness and ability to remain a key asset in the defense of our nation.

Information Operations

The Army National Guard continues to provide Full Spectrum Information Operation Teams to support a broad range of Army missions. The Army National Guard Information Operations Field Support Teams provide tactical planning capabilities at all echelons. Army National Guard Brigade Combat Teams are deployed to theater with information operation cells that provide planning support to each level.

Innovative Readiness Training

The Innovative Readiness Training program highlights the Citizen-Soldier's role in support of eligible civilian organizations. By combining required wartime training with community support projects, Soldiers obtain the training they need and communities receive needed assistance in completing various projects. Community benefits usually come





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in the form of construction projects or medical improvements.

More than 7,000 Soldiers and Airmen from across the United States and its territories participate annually in Innovative Readiness Training sponsored projects. Army National Guard missions include:

- Task Force Alaska leadership of a joint, multi-year engineering project to construct a 15-mile road on Annette Island, normally accessible only by boat;
- In Clarksburg, West Virginia, Army National Guard engineers continue efforts to expand and improve the Benedum Airport infrastructure;
- Task Force Grizzly and Task Force Douglas improved existing road networks in support of United States Border Patrol in California and Arizona;
- Rolling Thunder is a series of Oregon Army and Air National Guard projects designed to enhance military skills while adding value to local communities. Rolling Thunder provides a positive presence in Oregon communities and promotes public awareness of the Army National Guard; and
- The South Carolina Army National Guard instituted the REEFEX project. REEFEX utilizes decommissioned Army vehicles to create artificial reefs in the Atlantic Ocean off the coasts of New England and South Carolina.

Training the Nation's Warfighter

The Army National Guard's unique condition of limited training time, limited training dollars and, in some cases, difficult access to training ranges, demands an increased reliance on low-cost, small-footprint training technologies. Quick response by the Army National Guard to our nation's missions requires a training strategy that reduces post-mobilization training time. New virtual technologies and simulators therefore become critical tools to help Army National Guard maintain a ready Operational Force.

The Bradley Fighting Vehicle is the primary weapon system of the United States Army Mechanized

Infantry and a critical system to the United States Army Cavalry. The Advanced Bradley Full Crew Interactive Skills Trainer virtual gunnery training system is a low cost, deployable training system that attaches directly to the Bradley Fighting Vehicle and supports home station training in advance of a live fire event.

The Virtual Convoy Operations Trainer provides training for combat convoys under realistic conditions that simulate the streets of Baghdad and other areas. This resource trains Soldiers to anticipate ambushes and other insurgent actions from all possible directions by allowing the crew to observe, maneuver and fire their weapons in a full, 360-degree circumference. These systems train mobilizing Soldiers in tactics, techniques and procedures for convoy operations within the U.S. Central Command Area of Responsibility.

The Engagement Skills Trainer 2000 simulates weapon-training events. This trainer provides initial and sustainment marksmanship training, static unit collective gunnery tactical training and rapid identity friend-or-foe training. Soldiers utilize this trainer primarily for multipurpose, multi-lane, small arms, crew-served and individual anti-tank training simulation. The trainer simulates day and night, as well as Nuclear, Biological and Chemical marksmanship and tactical training.

The Laser Marksmanship Training System simulates weapons training events that lead to live-fire qualifications for individual and crew-served weapons. This system is similar to the Engagement Skills Trainer 2000, but it weighs less, is transportable, uses batteries and requires no fixed facilities to maintain. This system allows the Soldier to use personal weapons to conduct individual and sustainment marksmanship training using Nuclear, Biological and Chemical equipment.

The Joint Training and Experimentation Program is a California National Guard training initiative. This program develops the technology that links the Live, Virtual and Constructive training environments into an architecture, which permits fully integrated exercises at the brigade level and below.





Information Technology

The Army National Guard successfully increased the bandwidth and provided a secure data link to the Joint Force Headquarters in each of the 50 states, Commonwealth of Puerto Rico, two U.S. Territories and the District of Columbia. The Army National Guard synchronizes its transformation efforts with the Department of the Army. The Army National Guard's modern wide-area network provides improved redundancy and increased network security. The Army National Guard G-6 will continue to support the Joint Warfighter by enhancing collaboration among the Total Force and leveraging superior Knowledge Management strategies in fiscal year 2006.

Homeland Defense: Here and Abroad for over 368 Years

Prepared and Ready

The national investment in Army National Guard training and readiness programs continues to pay strong dividends. Congressional attention and support directly enables the Guard's ability to robustly defend the homeland and provide trained and ready units to Combatant Commanders waging the War on Terror and engaging enemies abroad.

The Army and Army National Guard transformation is a process critical to meeting the challenges of today and the future. At the same time, the Army National Guard advances with proven readiness and training programs that are critical to our current successes and essential for those in the future.

The Army National Guard prepares to transform at an unprecedented pace while continuing the Warfight. National and state leaders can rest assured the Army National Guard remains committed to the responsibilities of its dual role. The Army National Guard commits itself to continued and immediate support of local civilian authorities while maintaining Relevant and Ready Forces in support of the Nation.

Full-Time Support

Fighting the Global War on Terrorism highlights the vital role Full-Time Support personnel serve in preparing Army National Guard units for a multitude

of missions both at home and abroad. Full-Time Support is a critical component for achieving Soldier and Unit-Level Readiness. Full-Time Guard members are responsible for organizing, administering, instructing, training and recruiting new personnel. They maintain supplies, equipment and aircraft. Full-Time Support personnel are imperative to the successful transition from peace to war and have critical links to the integration of the Army's components. To meet readiness requirements, the Chief of the National Guard Bureau, in concert with the Adjutants General, increased Full-Time Support authorizations as a priority for the Army National Guard.

While the Army National Guard made progress in recent years to increase Full-Time Support, obstacles remain in obtaining acceptable Full-Time Support levels. It is critical that Full-Time Manning increase in the near term to a minimum 90 percent of the total requirement to help ensure the highest readiness level, C1.

Training to Protect the Homeland

The training priority for the Army National Guard is preparation of combat-ready Soldiers that limits lengthy post-mobilization periods. The requirements for missions at home and abroad direct the training emphasis of the Army National Guard in contemporary operating environments. As a result, Army National Guard units remain fully prepared, equipped, trained and ready to operationally deploy and swiftly mobilize to meet regional and territorial responsibilities.

For a second consecutive year, the Army National Guard met or exceeded the Secretary of Defense's Duty Military Occupational Skill Qualification training goals. In fiscal year 2004, the Army National Guard achieved 83.08 percent qualification status. This specific training goal increases to 85 percent in fiscal year 2005. The Army National Guard added training schools to meet the needs of our Soldiers for operational missions at home and abroad. These efforts resulted in 7,000 additional Soldiers now meeting deployment standards.

In an effort to respond to the contemporary training needs of units and Soldiers, the Army National Guard plans to establish "Training for Urban Operations" at





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our facilities. We currently operate one entire suite and two Mobile Military Operation Urban Terrain sites. Additional facility construction programmed over the next five years at four National Guard Training Centers will better support mobilizations. A future construction plan targets four more sites.

Protecting Those Who Protect America

The Army National Guard adheres to the Army's new Safety Campaign Plan and incorporates it into the Army National Guard's Safety and Occupational Health regulation. The Army National Guard will continue to emphasize the Defensive Driving Course in the coming years. The Army National Guard Safety and Occupational Health Office is a partner with adjacent and higher level safety organizations to identify and implement successful methods of combating all our safety related problems.

Keeping the Force Strong: Recruiting and Retention

The Army National Guard ended fiscal year 2004 by achieving 99 percent of our retention objectives and exceeding attrition goals. This accomplishment falls 7,082 Soldiers short of our End Strength goal of 350,000 Soldiers. To meet this same End Strength goal in fiscal year 2005, the Army National Guard's enlisted accession mission is 63,000 Soldiers funded at a 50/50 Non-Prior Service/Prior Service ratio. The Active Component End Strength increase, high operational tempo and reduced propensity of prior service Soldiers to join the Army National Guard prove a challenge to our recruiting mission. The reduction in Active Component members transitioning into a reserve capacity requires the Army National Guard to increase accession of Non-Prior Service candidates. Funding constraints limit the Army National Guard's ability to maintain a presence on school campuses to attract Non-Prior Service candidates. As a result, we witnessed a drop in recruits from the high school and college graduate pool. The Army National Guard currently works with the Army Personnel leadership to identify funding requirements in the Recruiting Action Plan.

The Army National Guard implemented retention and attrition programs and is developing new initiatives

to minimize projected attrition impacts of the 12-18 month mobilization cycle. To date, recent operations have not significantly affected loss rates of units returning from deployment. Our current loss rate of Soldiers demobilized through December 2004 is 11.3 percent of the entire demobilized Soldier population since 9/11. This loss rate is well below our current overall Army National Guard loss rate of 18.8 percent with the Army National Guard goal being 18 percent losses. We remain cautiously optimistic that developing Army National Guard retention programs, initiatives and enhancements based on Unit Post Mobilization Survey data will preempt the kind of high loss rates resulting from the Operation Desert Storm/Shield era.

The Army National Guard launched an aggressive new marketing campaign, "American Soldier," targeting Non-Prior Service candidates. This comprehensive campaign reaches prospective Guardsmen through radio, television, college marketing, internet media, event marketing and point-of-sale materials, promotional items, print media and mass mailings. This marketing tool enables the Army National Guard to effectively execute its mission and recruit quality Soldiers. Supplemental funding identified as required in our Recruiting Action Plan is critical to continue "American Soldier" through Fiscal Year 2005.

The Army National Guard is taking several steps to ensure we achieve fiscal year 2005 objectives. These objectives include introduction of a comprehensive Recruiting and Retention Non-commissioned Officer Sustainment Training program with internal Mobile Training Teams. Enhancements to the "YOU CAN" school programs and educational seminars include six new and 24 updated school presentations. These programs provide Army National Guard recruiters entry into the secondary school markets. We emphasize access to the secondary schools at regional and state-level educational seminars and work with professional educators to facilitate direct marketing of the Army National Guard programs. Initiatives to strengthen Commissioned Officer levels in fiscal year 2005 include a dedicated Officer Recruiting blitz. This concentrated effort involves a coordinated campaign amongst national, regional and state officer recruiting personnel. Additional support focused





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on Army Medical, Chaplain, Warrant Officer and Basic Branch recruiting complement our overall Officer Recruitment campaign.

Recruiting and retaining Soldiers for the Army National Guard proves to be challenging during wartime. In fiscal year 2005, the Army National Guard increased the accession mission from 56,000 to 63,000 to compensate for fiscal year 2004 shortfalls. The Army National Guard trained 971 new recruiting and retention non-commissioned officers through December 2004 and will add 1,400 more in 2005. This addition will increase our ability to recover from current End Strength and accession shortfalls. The assistance outlined above, coupled with successful implementation of key initiatives, is imperative to attaining the End Strength mission.

Environmental Programs

The Army National Guard continues implementation and full utilization of initiatives consistent with the new Army Strategy for the Environment and Installation Sustainability. Begun in fiscal year 2002, the Training Center Sustainment Initiative reduces mission impacts through identification and prioritization of environmental vulnerabilities. Range sustainment initiatives ensure maximum continuous use of Army National Guard training lands for our Soldiers. This comprehensive, web-based tool provides sustainability analysis on our training lands and valuable analytical decision-making tools for Army National Guard leaders. The Training Center Sustainment Initiative, in conjunction with Environmental Management Systems implementation and continued Geographical Information Systems integration, greatly supports active stewardship of the environment.

Transformation for the 21st Century: Ready, Reliable, Essential and Accessible

Ground-based Midcourse Defense

Defending against ballistic missile attack is a key component of the National Security Strategy for Homeland Security. In the initial defensive operations phase, the Army National Guard will play a major

role in this mission as the force provider for the Ground-based Missile Defense system. We requested a fiscal year 2005 funding increase in the Active Guard Reserve manpower authorization in the President's Budget Request to support this new role. The Ballistic Missile Defense program is dynamic—undergoing constant refinement and often late-breaking changes and decisions. The Army National Guard, as the force provider, may require last-minute changes in Active Guard Reserve manpower authorizations and related funding for missile defense decisions. Timely congressional support of these requests is imperative for the Army National Guard to provide the necessary manpower resources to the vital Homeland Defense mission. Soldiers serve in two statuses: 1) Title 32 Active Guard Reserve status performing duty consistent with the core functions by 10 USC 1019d)(6): organizing, administering, recruiting, instructing or training other members of the reserve components; 2) Title 10 Active Guard Reserve status performing the Federal Ground-based Missile Defense operational mission duties (for the duration of those duties). To support these manpower resources, Soldiers performing operational missions function in Title 10 status. Soldiers performing non-operational missions remain in Title 32 status.

Logistics and Equipment

The Army National Guard continues modernization to the digital force with the emerging technologies that will dramatically improve logistical support for these systems, substantially reduce repair times, increase operational readiness rates and eliminate obsolete and unsustainable test equipment. Use of these technologies allows the Army National Guard to operate heavy equipment at a higher operational rate while reducing the overall costs for these systems.

The Army National Guard currently retains a significant portion of the Army's maintenance infrastructure. This Cold War infrastructure is expensive and redundant. Under the Army's new maintenance strategy, the Army National Guard and other Army elements continue consolidation of maintenance systems. This initiative enhances the maintenance system and improves efficiency. Army maintenance personnel effectively diagnose and maintain equipment by reducing maintenance tasks to two levels instead of four.





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Equipment Modernization Shortfalls in the Army National Guard

- High-Mobility Multi-Purpose Wheeled Vehicles
- Single-Channel Ground and Airborne Radios
- UH-60 Helicopter
- Night Vision Devices
- Small Arms

Personnel Transformation

Critical “paperless” Personnel Transformation innovations are underway within the Army National Guard. Our web-based Personnel Electronic Records Management System utilizes digital imagery to store and retrieve personnel records. This state-of-the-art technology provides seamless records management capability throughout the Total Army. The system enhances both mobilization and personnel readiness. With over 320,000 Soldiers deployed in over 120 countries, the necessity for a Total Army Records Management solution is paramount.

Aviation Transformation and Modernization

The Army National Guard’s aviation transformation supports efforts to transform for the future. Aviation transformation and modernization increases our ability to support a joint warfight while enhancing our responsiveness for Homeland Defense. We are reconfiguring our aviation units into modularized units of action and units of employment to align with Army plans. Reduction of the UH-1 Huey fleet to 100 aircraft should occur by the end of 1st Quarter Fiscal Year 2005. We will complete aircraft reallocations within the National Guard system, turn in aircraft legacy systems and transfer remaining aircraft from active component units.

The Army National Guard provides almost half of the Army’s aviation structure. The rate of modernization, planned quantities of most aircraft and current funding levels influence the ability to maintain combat-ready status. Aging and obsolete rotary wing assets average over twenty years of service life. Fixed wing assets also show signs of age. The Army

National Guard started removing Utility C-26 aircraft from service and retiring utility C-12 aircraft. C-23 cargo aircraft offer marginal capabilities for wartime cargo movement requirements. Current plans provide no alternative replacement for our fixed wing assets.

The active Army cascaded significant quantities of UH-60 Blackhawk, CH-47 Chinook and AH-64 Apache aircraft to the Army National Guard. This procurement still leaves us permanently short of adequate combat rotary wing systems. The Army National Guard anticipates receiving only 174 of the required 220 AH-64 Apaches, 131 of the required 159 CH-47 Chinooks and 662 of the required 710 UH-60 Blackhawks. Acquisition of AH-64 Apaches will consist of only 60 of the modernized AH-64D “Longbow” model.

Modernized aircraft require modern facilities to support them. Upgraded and updated facilities ensure our ability to logistically support modernized systems once in place. Fielding equipment (tool set, tool kits, test equipment and parts) necessary to support new aircraft failed to keep pace with transformation. We fund the majority of support items by diverting funds from other Army National Guard programs. Training demands for transitioning units cause further stress for already overburdened training sites. While the Army National Guard meets these challenges, eventually we will exceed our capacity to respond and adapt. We need to obtain necessary logistical support and infrastructure to sustain our aviation structure in accordance with Army readiness standards. Without increased funding, the Army National Guard Aviation Force risks lower readiness rates, reduced capability and obsolescence.

Training in “One Army”

Training centers support our ability to conduct performance-oriented training under real-world conditions. The Army National Guard modernizes and restructures in accordance with transformation needs for Future Force ranges and maneuver areas that effectively meet evolving warfighting requirements. Ranges and training land provide live fire experience. We face a number of continuing challenges in sustaining Power Support Platforms and modernizing Army National Guard live-fire ranges and





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range operations for the Stryker Brigade Combat Team. The Army National Guard will consolidate range and training land investment documentation under the Sustainable Range Program.

The Army National Guard achieves training excellence by leveraging the Distributed Learning construct. Distributed Learning improves unit and Soldier readiness through increasing access to training resources and reducing unnecessary time away from the home station. Interactive Multimedia Instruction courseware, Satellite programming and distance learning offer needed instruction for Soldiers and units. Current Distributed Learning addresses training priorities such as Duty Military Occupational Skill Qualification reclassification and other professional military and functional training.

The Army National Guard engages in a full spectrum of civil-military operations. Our Soldiers represent every state, territory and sector of society. Today they represent their nation serving honorably throughout the world. In these critical times, the Army National Guard must maintain readiness. A vital part of the Army's force structure, the Army Guard remains a community-based force committed to engage in overseas missions while protecting and serving our cities and towns. The Army National Guard has proven itself capable of carrying out its goals of supporting the Warfight, defending the Homeland and transforming into a ready, reliable, essential and accessible force for the 21st century.



**Lieutenant General
Daniel James III,
Director**
Air National Guard



Message from the Director

This has been another exceptional year for the Air National Guard. Despite our serious obligations and missions in prosecuting the Global War on Terrorism, our members remained at the forefront of Homeland Defense abroad and at home. During fiscal year 2004, Air National Guard crews flew well over 50 percent of the fighter, tanker and airlift sorties for Operation Noble Eagle while postured for Air Sovereignty Alert at 16 of 17 sites; provided almost one-third of the fighter sorties in Operation Enduring Freedom; and provided over one-third of the fighter and tanker sorties for Operation Iraqi Freedom. Air National Guard crews also supported 75 percent of the tanker sorties and over 60 percent of the airlift sorties to other theaters. In addition, Air National Guard Expeditionary Combat Support capabilities support operations and exercises around the world. More than two-thirds of the Air National Guard force engaged in worldwide operations since 9/11.

Air National Guard members could not participate at these levels without continued support from Congress and the American people. Congress has worked hard to provide the support and the necessary resources to take care of the troops and their families, allowing the troops to focus on the mission. Citizen-Airmen answer the call as they always have and are receiving the tools to accomplish these demanding, dynamic missions at home and abroad. Additionally, our members' employers continue to step up to the plate by providing financial and employment security that exceeds the standards. This, too, helps our people focus on the mission.

The Air National Guard will continue to perform these homeland defense and expeditionary missions even as our organization transforms to meet future requirements. Through VANGUARD, the Air National Guard's strategy to remain relevant, we will continue to work with Air Force leadership to achieve the right mix of forces across the full spectrum of operations. We will continue to develop organizations that create synergistic effects for the resources involved by adhering to the core values associated with unit-equipped missions, by integrating where it is smart or by creating other unique organizational structures. We will seek new missions, such as the F/A-22, Predator, missions in space and information operations, while modernizing systems that will increase mission effectiveness. We will recruit and retain the best the nation has to offer while developing our people into Total Force leaders. Our success will require the focused effort of all stakeholders to ensure the necessary capabilities will





be available for Hometown America while leveraging the community experience of our members. While we face these challenges together, community, state and national leaders can be sure the Air National Guard will remain Ready, Reliable, Relevant... Needed now and in the future!

Support the Warfight Anytime, Anywhere

Total Force Partner in the Expeditionary Air and Space Force

The Air National Guard has been and will continue integrating into the Air and Space Expeditionary Force employment concept. Since its inception, Air National Guard men and women in aviation and support packages routinely rotated to support exercises and real-world operations around the globe. As the Air Force adjusts this concept to meet current and future requirements, the Air National Guard adjusts as well to maintain Citizen-Airmen presence globally. Air National Guard capabilities are often singularly sought because of our experience and unique capabilities. Two such capabilities are the Theater Airborne Reconnaissance System and the ability to employ the 500-pound Joint Direct Air Munitions.

Across the full spectrum of operations, Air National Guard men and women continue to volunteer for duty in record numbers. The Volunteer is a key attribute continuously leveraged to supply needed capabilities while giving commanders the ability to efficiently and effectively manage the most precious resource: People. Volunteerism combined with high experience levels and unique skills mean an outstanding support for the war fight.

Network Centric Warfare and the Air National Guard

The Air Force's vision of Network Centric Warfare is a fully integrated digital system, which delivers seamless, survivable, instant capability to execute the Joint Force Commander's desired effects. This system provides Global Network Connectivity, network enabled weapons platforms, fused intelligence

capability, real-time situational awareness and command and control. A dramatic transformation must occur in the Air Force and the Air National Guard in order to make the vision of this integrated digital system a reality.

With this transformation initiative, our focus shifts from information technology to the management of information. Information technology personnel will no longer merely manage circuits, computers and the infrastructure, but also manage the movement of information. Information will be stored centrally, with authoritative ownership, in a common format. This will permit information to be accessed by anyone, across functional domains, in real-time. Governance of the information structure will be elevated to the Air Force global level, with tiered responsibilities down to the client device. Systems and their infrastructures will utilize standardized components and configurations. Applications, systems and content will be web-enabled, stored in the Global Combat Support System and accessed through the Air Force portal from anywhere, at any time.

Transformation in the Information Technology domain is expensive. Information management initiatives affect every mission and member in the Air National Guard. Legacy systems must be retired; Information Technology infrastructure must be dramatically reduced and centralized. New systems and their infrastructures must be implemented even as existing systems continue to be used.

These initiatives will reduce strategic decision cycles to minutes and tactical decision cycles to milliseconds. Transformation in the Information Technology domain is expensive, but participation in NetCentric Warfare brings continued relevance to the Air National Guard by ensuring that our weapon systems, command and control processes and information are fully integrated with the Air Force. We must remain linked with the Air Force's transformation efforts in order to remain responsive to combatant commanders and continue to be a responsive, enabled and reliable partner in the Total Force. Continued fiscal support in the Information Technology arena must be sustained.





Engineering Support to the Warfighter

The Air National Guard civil engineering structure is based on a joint military-state cooperative agreement for the day-to-day operation of installations. This lean and efficient structure allows our organization to support the many missions of the National Guard while concentrating on support to the wider Air Force engineering mission. The Air National Guard contributes roughly 30 percent of the total Air Force engineering capability and has been involved in front line operations in Afghanistan and Iraq. Recent gains in operations and maintenance funding for mobility equipment allowed engineering teams to outfit for their prominent role in the current War on Terrorism. Important gains were made in acquiring equipment resources for more specialized items like chemical detectors and RED HORSE equipment. This is one area where an increased capability will ensure mission effectiveness.

Intelligence, Surveillance and Reconnaissance Systems and Support: Holding the High Ground

The Air National Guard's Intelligence, Surveillance and Reconnaissance personnel and systems play a vital role in the defense of our nation. Air National Guardsmen and women are essential to Air Force

tasking, processing, exploitation and dissemination missions to support Global Hawk, Predator and U-2 collection missions in every combat theater today. Through Eagle Vision, a deployable commercial imagery downlink and exploitation system, the Air Force transformation keeps the Air National Guard a responsive, enabled and reliable part of the total force responding to the combatant commanders' requirements.

The Air National Guard provides valuable support to aircrew mission planning and targeting, as well as imagery support for counter-terrorism and natural disasters.

Other developing Air Force capabilities entrusted to the Air National Guard include the F-16 Theater Airborne Reconnaissance System and the C-130 SCATHE VIEW tactical imagery collection system. The Theater Airborne Reconnaissance System emerged as a major impact capability in the Operation Enduring Freedom and Operation Iraqi Freedom theaters as the need for timely imagery became vital to the ground battles there. The presence of the Air National Guard Theater Airborne Reconnaissance System prompted Air Force leadership to conclude that manned tactical reconnaissance is still required in today's joint combat operations and will remain so into the near future. Consequently, Air National Guard is bolstering the airborne reconnaissance

capability to include a Synthetic Aperture Radar, a streaming datalink and, eventually, a multi-spectral sensor to provide battle managers with real-time, allweather, 24-hour "kill-chain" support.

SENIOR SCOUT remains the primary signal collection asset to support the nation's war on drugs and the Global War on Terrorism within the southern hemisphere. The expanding, ever-changing world of Intelligence, Surveillance and Reconnaissance promises to continue challenging the Air National Guard to remain a relevant part of the success of this vital mission for the Total Force.





Homeland Defense: Here and Abroad for over 368 Years

Air Sovereignty Alert

Since September 11, 2001, thousands of Air National Guard personnel have provided complete air sovereignty across the United States. Maximizing the traditional basing locations, capitalizing on high experience levels and leveraging a long professional history in Air Defense operations, the Air National Guard continues to serve as the backbone of this vital mission for the near future. A major improvement to the alert force manning posture is the current transition to a more “steady state” force from the traditional mobilized force. In addition, the national command and control infrastructure, to include datalink connectivity, is undergoing a major upgrade to digitize air sovereignty information, allowing real-time assessments for the national-level decision-makers. The Joint Air Operations Center that enhances the protection of the nation’s capital is one example of new hardware and software sets available to streamline alert operations and to reduce reaction and decision-making times to a fraction of the former capability. As we move toward the fiscal year 2006 Program Objective, the National Guard will continue toward a more modernized alert force and successfully execute this vital Homeland Defense mission.

Facilities Supporting Homeland Defense

Air National Guard Civil Engineering infrastructure is available at 87 locations across the United States. This level of unit distribution supports the Air National Guard missions by providing a broad base for recruiting and retention and enhancing the overall need for a response capability in the event of a terrorist attack or natural disaster. Civil support teams are a highly visible response capability within each state, but the disaster response capabilities of the Air National Guard civil engineering units located within each state are significant as well. Civil Engineering capabilities provide fully equipped fire departments staffed with personnel trained in hazardous material response, disaster preparedness specialists equipped with chemical and biological detection equipment and the full range of craftsmen and equipment operators that can be brought to bear for any situation in a matter of hours.

Continued funding support will further strengthen this capability by providing an essential equipment package for emergency response—a capability already on hand at active duty bases but not yet deployed to Air National Guard locations. The post-September 11 environment placed new requirements on the facilities program as well. Our efforts to implement appropriate anti-terrorism and force protection features are progressing, but there is much work ahead. Plans focus future efforts on improving base entry gates, perimeter security and internal circulation patterns and parking. These improvements will create a safer platform for execution of the Air National Guard’s missions.

Medical Service Transformation—Dual Mission Concepts Supporting the Warfight and Homeland Defense

The Expeditionary Medical Support system provides highly mobile, integrated and multifunctional medical response capabilities. They are the lightest, leanest and most rapidly deployable medical platforms available to the Air National Guard today. This system is capable of simultaneously providing expeditionary combat support to the warfight, the Air and Space Expeditionary Force missions and Homeland Defense emergency response capabilities to the states and the Air National Guard Wings. ONE SYSTEM—TWO MISSIONS!

The U.S. Central Command validated that the Expeditionary Medical Support System is a perfect fit for the Chief of Staff, U.S. Air Force Global Strike Task Force and Concept of Operations. The Expeditionary Medical Support System is currently utilized in Iraq to provide medical support to the combatant commanders and all components. The modular “building block” capability of the system provides an advanced technology and an essential, tailored medical capability in a small, forward footprint expandable to meet situational needs.

The National Guard Chemical, Biological, Radiological, Nuclear and High-Yield Explosives Enhanced Response Force Packages were mission-tasked to deploy, on order, to a chemical, biological, radiological, nuclear or high-yield explosives incident to support both Department of Defense installations and civil authorities in conducting consequence



management operations. The time of response for this capability is between six and 72 hours. This timeframe is the perceived gap between local and federal response times. This package will serve as a medical reach back capability for the National Guard, will ultimately ensure a seamless medical response between the local-state-federal agencies and will provide support to the Civil Support Teams.

To date, Small Portable Expeditionary Aeromedical Rapid Response packages, which comprise the initial components of the Expeditionary Medical Support packages, are available in twelve states. Numerous state emergency plans cite emergency departments, operating rooms and medical bed expansion as serious constraints or shortfalls in effectively managing an incident. Expeditionary Medical Support systems will most definitely be able to provide medical triage and treatment until civilian sources are capable of absorbing patients into the civilian healthcare system. Future plans include at least one Expeditionary Medical Support system capability in each Federal Emergency Management Agency region and to complete the packages and provide training for the medical counter-chemical, biological, radiological, nuclear and high-yield explosives mission at each Air National Guard unit in each state not collocated with an active duty or reserve unit.

The Air National Guard will continue to transform medical capabilities to support the warfight, support homeland defense and meet both federal and state requirements. This will be accomplished through the efficient, effective, and economical use of resources by developing dual tasked missions. ONE SYSTEM—TWO MISSIONS!

Transformation for the 21st Century: Relevant Now... and in the Future

Clearly a full partner across the spectrum of operations and in every theater, the Air National Guard will strive to maintain its proportionality across the major weapons systems as it transforms through the VANGUARD strategy. With experience levels normally higher than our active duty counterparts—especially in the pilot and maintenance communities—it is only natural that this experience

be leveraged for future missions. The integration of the 192nd Fighter Wing, Virginia Air National Guard, with the active component's 1st Fighter Wing at Langley AFB, Va., to fly the F/A-22 Raptor; the stand-up of the first integrated Predator unit in which the California and Nevada Air National Guard are members; and the activation of a "Community Based" F-16 unit with the Vermont Air National Guard are a few of our current initiatives. The Nebraska Air National Guard is continuing to use its unique capabilities to find new ways to support the 55 Wing at Offutt AFB, Neb. Recent initiatives by the Air Force include a partnered Texas and Arizona Air National Guard Predator unit and a Distributive Ground Station with the New York Air National Guard. These initiatives show commitment by the current Air Force and National Guard Bureau leadership to transform air and space capabilities as a Total Force; however, Air National Guard leadership will use required resources to ensure the right mix of forces in future missions. It is also imperative that developing mission requirements be identified so units can more easily transfer from one mission to the next.

The Air National Guard's 88 flying locations provide a broad spectrum of support to governors and the Nation as a whole. Mission areas such as Civil Engineering, Security Police, Medical and Civil Support Teams provide critical links from National Command Authority down to first responders in our local communities. The synergies that exist due to the Air National Guard Units locations on Civilian Airports strengthen ties to both National and state leadership that reinforce the homeland defense mission in ways not found on Active Duty installations. Efforts are underway to put appropriate anti-terrorism and force protection measures in place at all 88 flying locations, but much work and resources are required to complete the task. These and future improvements will create unique civilian and military capabilities in the homeland defense mission that cost the country very little, yet afford protections of vital transportation modes that are the economic engine of the United States.

Continued transformation is needed in the joint battle arena to ensure full connectivity among the joint and coalition forces. Lessons learned from recent operations are flowing into the planning and modernization efforts across the Air Force and the





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Air National Guard. A current example of this effort to transform into a seamless joint force is the use of the Enhanced Radio Location Reporting System-based networks in ground operations. A U.S. Army developed tactical internet system, the network information provides positive location of all friendly forces, a particularly valuable piece of information in urban air operations.

Modernizing for the Future

The Air National Guard modernization program is a capabilities-based effort to keep the forces in the field fully mission capable. As a framework for prioritization, the modernization program is segmented into three periods: short-term, the current and next year's Defense budget; medium-term, out to fiscal year 2015; and long-term, out to fiscal year 2025 and beyond. In the short-term, the Air National Guard Modernization Program focuses on the ongoing Global War on Terrorism. Theaters of operation range from domestic efforts, such as fire fighting, to full partners overseas in Operation Iraqi Freedom and Operation Enduring Freedom. The modern battlefield demands that Air National Guard weapons systems and crews have identical or equivalent capabilities as joint and coalition forces. The results of the modernization program are graphically demonstrated in both Operation Iraqi Freedom and Operation Enduring Freedom. The Block 25/30/32 F-16s, with their laser designator LITENING II targeting pods, and the Enhanced Position Reporting System/Situation Awareness Data Links are the air weapons system of choice for the combatant commanders in both theaters, especially when performing very demanding close air support missions.

Air National Guard weapons systems are crucial now and will continue to be vital as the Air National Guard transitions to new missions. The timeless warrior for ground forces, the A-10 requires an upgraded digitized cockpit, precision targeting pods, a tactical datalink, upgraded engines and a robust data processing capability to allow the accurate delivery of current and future weapons.

During 2004, Air Guard F-16s provided crucial combat capabilities in Operation Noble Eagle, Operation Iraqi Freedom and Operation Enduring Freedom. The current modernization program

includes the Commercial Central Interface Unit, Color Multifunctional Displays, the Heads-up Display Advanced Electrical Unit, the Radar Modernized Programmable Signal Processor, the AN/ALR-69 Radar Warning Receiver Antenna Optimization, Situational Awareness Data Link upgrade and the Electronic Attack upgrade. Fiscal year 2005 funding for the 40 Advanced Identify Friend or Foe upgrade kits was secured along with funding for six F100-PW-229 engines for Block 42 aircraft combat capability enhancements.

The Theater Airborne Reconnaissance System became a key capability for the theater commanders after the recent deployment of the Air National Guard F-16s with this capability. The installation of the Forward Looking Infrared system, an essential capability during combat rescue operations, on the HC-130 is complete. The HC-130 is also being equipped with the Large Aircraft Infrared Counter Measure system that will increase survivability in face of the ever-increasing threat from hand-held missiles.

The HH-60 program started installation of the new M3M .50 caliber door guns and replaced personal equipment for the pararescue jumpers with state-of-the-art weapons and technologies. The initiation of the Personnel Recovery Vehicle program to take the place of the HH-60 replacement program will further slow modernization efforts.

The Operational Support Aircraft Modernization Program leased two C-40s, the military version of the 737 Boeing Business Jets. These have become the aircraft of choice for the U.S. Congress and civilian and military leaders. The Air National Guard provides crucial first class support for the active duty Air Force by providing these aircraft to the airlift pool.

Training the Air National Guard air and ground crews remains a top priority. This is evidenced by the Air National Guard investment in the Distributed Mission Operations infrastructure and facilities. The A-10, F-16, F-15 and E-8C Joint Surveillance and Target Attack Radar System have all attained various levels of service and provide valuable, theater-level warfare training. The continued development of the Distributed Training Operations Center in Des Moines, Iowa, makes it the hub of Distributed Mission Operations across the Air Force.





The E-8C Joint Surveillance and Target Attack Radar System was deployed before the start of combat operations in support of Operation Iraqi Freedom, and remains in-theater as a constant presence and critical warfighting capability. The operators developed new techniques to fuse intelligence with other resources and sensors. When combined with a robust theater datalink network, Joint STARS becomes an especially formidable battlefield asset. Several key upgrades were highlighted by recent deployment and combat operations: re-engining to enhance reliability, maintainability and operational availability, in addition to installation of the Traffic Alert Collision Avoidance System to comply with Global Air Traffic Management standards.

To retain critical tactical airlift capability, the Air National Guard is modernizing the C-130 fleet by installing the multi-command Avionics Modernization Program, acquiring the AN/APN-241 Low Power Color Radar, installing the Night Vision Imaging System and continuing the development of Scathe View. Other Air Guard programs include the AN/AAQ-24 (V) Directional Infrared Countermeasures System, propeller upgrades like the Electronic Propeller Control System and NP2000 eight-bladed propeller and the final certification of the Airborne Fire Fighting System. Additionally, the Air National Guard continues to field new C-130J aircraft to replace the aging C-130E fleet.

The KC-135 weapons system installed the cockpit upgrade and continued the R-model upgrades. Keeping the aging fleet modernized challenges the Air National Guard as the refueling operations evolve to meet the next mission.

The Air National Guard Modernization Program is essential to fielding a relevant combat capability, ensuring the dominance of American air power for the next 15 to 20 years. An open and honest dialogue from the warfighter through Congress will maximize this investment of precious tax dollars. The modernization program is a process, not a goal. Recent combat successes validate that process and serve as a model for future transformation of the United States Air Force.

Facilities Supporting Transformation

As the Air National Guard continues with transformational initiatives, the facilities program keeps pace. Drastically improved funding levels for both maintenance and repair and minor construction allow us to focus on both new mission infrastructures, like the conversion to C-5's at Martinsburg, W.Va. and Memphis, Tenn., as well as support improvements to existing facilities. As Air Force and Air National Guard transformation initiatives progress, there will be a continuing drain on the construction program to support these new missions. Although funding is currently secured to implement plans, continued support is vital so existing infrastructure and facilities are not neglected.

Recruiting, Retaining and Developing the Right People with the Right Skills for Today and Tomorrow

Air National Guard Recruiting and Retention programs play a vital role in supporting our Homeland Defense mission and our successful transformation to the future, and they are the driving factor as to how well we support the warfighter. The Air National Guard has been very successful in the past by recruiting quality members and retaining them by taking care of their needs. It is critical for us to access the right people and retain current members as we transform our force and transition to different missions.

Provisions of the 2005 National Defense Authorization Act enhance recruiting and retention for the Reserve Components. Though provisions of the 2005 National Defense Authorization Act provide enhanced authority for bonus programs, the Air National Guard budget does not yet have the wherewithal to adequately fund these programs. Our ability to achieve recruiting and retention goals through fiscal year 2006 will undoubtedly be a key factor in how well we assume new missions and support Homeland Defense for the Nation. Continued support will establish a strong baseline from which to achieve future goals.





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Diversity

One aspect of the Force Development construct is ensuring implementation of the Air National Guard's national diversity strategy. This approach increases mission readiness in the organization by focusing on workforce diversity that assures fair and equitable participation for all. The Air National Guard developed a formal mentoring initiative that is ready for a nationwide rollout. This program will be a key component in the professional development of Air National Guard members with a keen focus on leadership. In today's unpredictable world, the Air National Guard builds on its diversity for a broader variation of career paths to include experience, education and training. Our nation is multi-cultured, and the Air National Guard strives to reflect that in our units.

Personnel Force Development

The Air National Guard partners with the Air Force in multiple Total Force transformation initiatives. These initiatives are tied with the Office of the Secretary of Defense's new paradigm—Continuum of Service—and will require simplified processes and rules. Continuum of Service is a transformation for personnel management designed to remove legislative and policy barriers to the seamless transition of our members to and from the various military statuses in order to facilitate the way our members are employed in the full range of operational worldwide missions. A more integrated approach to military personnel management is imperative to face the emerging threats of the 21st century.



**Major General
Paul J. Sullivan,
Director of the Joint Staff
National Guard Bureau**



Joint Staff Overview

In 2004, we reported on the many changes in the areas of Transformation, Jointness and Homeland Defense within the National Guard. These initiatives transformed the way we do business today and bring us fully in line with the Goldwater-Nichols era of jointness. We made significant progress in transforming into an organization that is doctrinally and functionally aligned like the Joint Staff of the Department of Defense.

A parallel transformation to a joint headquarters continues in the states as well. In 2004, the Chief of the National Guard Bureau approved provisional operation of the Joint Force Headquarters in the 50 states, Commonwealth of Puerto Rico, two U.S. Territories and the District of Columbia. A draft Joint Table of Distribution to make each a recognized joint activity was submitted to the Joint Staff in September 2004.

We started the implementation of the Joint CONUS Communications Support Environment. It provides a common, secure means through which the Joint Force Headquarters State, U.S. Northern Command, U.S. Strategic Command and U.S. Pacific Command can coordinate their response to any domestic emergency. We continue to address emerging requirements with the combatant commanders as they develop. And we continue to work with the Adjutants General to leverage National Guard force capabilities through initiatives such as the regional Chemical, Biological, Radiological, Nuclear and High-Yield Explosive Force Packages and the reaction forces at the state level.

These transformation initiatives capitalize on the unique nature of the National Guard—there is no other active or reserve component positioned and experienced to work in a joint interagency and intergovernmental environment through a single command authority (governor through the Adjutant General). In the Global War on Terrorism, the ability to work in a joint, combined interagency and intergovernmental environment is more important than ever.

Our goal is to achieve full operating capability for our Joint National Guard Bureau and Joint Force Headquarters State by September 2006. Improving the Department of Defense's access to National Guard capabilities is our principal focus. Our transformation will ensure that the Guard remains ready, reliable, essential and accessible!





Support the Warfight Anytime, Anywhere

State Partnership Program

The National Guard State Partnership Program links states with a foreign nation partner to improve bilateral relations with the U.S. The program's goals reflect an evolving international affairs mission for the National Guard. Specifically, it promotes regional stability and civil-military relationships in support of U.S. policy objectives, and at this moment it is helping to develop dependable collaborative partners for U.S.-led coalition operations in support of the Secretary of Defense's concept of global engagement.

The program supports the combatant commanders in that cooperative security is achieved, and just as importantly, the National Guard personnel gain invaluable experience interfacing with people of diverse cultures. The state partners actively participate in a host of engagement activities ranging from bilateral familiarization and training events to exercises, fellowship-style internships and civic leader visits. The partner countries benefit from exposure to the concept of military support to civil authority as well as to a cost-effective reserve component model.

Since the last Posture Statement, the State Partnership Program has held more than 325 events between the partners and added six new partnerships—Florida-Guyana, Virginia-Tajikistan, Colorado-Jordan, Delaware-Trinidad & Tobago, North Dakota-Ghana and Wyoming-Tunisia. And because of the success of the program, the countries of the Bahamas, Serbia and Montenegro have also requested partnerships.

The National Guard, with its ability to develop long-term relationships with people from other countries as well as develop contacts in both civil and military realms, is better positioned than the active components to enhance regional stability and promote civil-military relationships.

In fiscal year 2006 and beyond, we expect to take the program to the next level of security cooperation by working with geographic combatant commanders. We look for increased interaction at the action officer and troop level. The partner countries are eager for more hands-on (how to) engagement events. The

National Guard will step up and accomplish these new objectives.

National Guard Family Programs

Since 9/11, National Guard members have been deployed in greater numbers and in more locations than at any time since World War II. The role and support of the family has been and continues to be critical to mission success. The National Guard Family Program has developed an extensive communications and support infrastructure to assist families during all phases of the mobilization and deployment process. There are more than 400 National Guard Family Assistance Centers located throughout the 50 states, Commonwealth of Puerto Rico, two U.S. Territories and the District of Columbia. These centers provide information, referral and assistance for anything that families experience during a deployment. Most importantly, these services are available to any military family member from any branch or component of the Armed Forces. National Guard Online Community, which is comprised of the public website, www.guardfamily.org, as well as an internal Knowledge Management site and computer-based training modules to assist families and Family Program staff, supports the Family Assistance Centers.

If family members are not prepared for deployments, a service member's readiness, morale and ultimately retention will be affected. The Family Program office provides support to program coordinators through information-sharing, training, volunteer management, workshops, newsletters, family events and youth development programs among other services. Since last year, the National Guard Family Program has initiated its Guard Family Team Building Program, which trains and educates families on National Guard missions and expectations, readiness responsibilities and systems to support more self-reliant, independent and self-sufficient lifestyles for all Guard families.

Employer Support of the Guard and Reserve

The National Defense Strategy requires that the National Guard and Reserve be full partners in the Total Force. Our National Guard and Reserve members will spend more time away from the





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workplace defending the nation and training to maintain mission readiness. Employers are inextricably linked to a strong national defense.

A nationwide network of local Employer Support volunteers is organized in Employer Support of the Guard and Reserve (ESGR) Committees within each state, the District of Columbia, Guam, Puerto Rico and the Virgin Islands. In this way, Employer Support programs are available to all employers, large and small, in cities and towns throughout our country. Today, nearly 4,500 volunteers serve on local ESGR Committees. With resources and support provided by the National ESGR Committee and the National Guard Bureau, the 54 ESGR state committees conduct Employer Support and Outreach programs, including information opportunities for employers, ombudsman services and recognition of employers whose human resource policies support and encourage participation in the National Guard and Reserve. In recognition of the importance of Employer Support to the retention of quality men and women in the National Guard and Reserve and the critical contributions of the ESGR state committees, the National Guard Bureau provides full-time assistance and liaison support to the Joint Forces Headquarters and the 54 ESGR state committees.

The success of the nation's defense depends on the availability of the highly trained members of the Total Force. The basic mission of Employer Support of the Guard and Reserve is to gain and maintain support from all public and private employers for the men and women of the National Guard and Reserve, as defined by a demonstrated employer commitment to employee military service. The National Guard Bureau is committed to the additional mission of Employment Support. In today's environment, there is a strong need to provide employment opportunities for our redeploying service members with an emphasis on our disabled veterans. One of the most important tasks our country faces is ensuring that our men and women in uniform are fully reintegrated into the civilian workforce when they return from service to our country.

Youth ChalleNGe Program

The award-winning National Guard Youth ChalleNGe Program is a community-based program that leads, trains and mentors at-risk youth at 29 program

sites throughout the country to become productive citizens in America's future. As the second largest mentoring program in the nation, the ChalleNGe program is coeducational and consists of a five-month "quasi-military" residential phase and a one-year post-residential mentoring phase. A Cadet must be a volunteer, between 16 and 18 years of age, drug free, not in trouble with the law, unemployed or a high school dropout.

Serving as a national model since 1993, the 24 states and the Commonwealth of Puerto Rico that offer the program graduated over 55,800 young men and women. Participants graduate from the program equipped with the values, skills, education and self-discipline necessary to succeed as adults in society. Significantly, although many ChalleNGe candidates are from at-risk populations, over 70 percent of ChalleNGe graduates have attained either a General Equivalency Diploma or a high school diploma. Furthermore, approximately 20 percent of all graduates choose to enter military service upon graduation.



The National Guard Counterdrug Program

In 1989, the U.S. Congress authorized the National Guard to perform drug interdiction and counterdrug activities under Section 112, USC Title 32. For more than 15 years, this program has built great credibility with over 5,000 law enforcement agencies through consistent and reliable support of counterdrug operations. That support has complemented America's homeland security through a visible deterrent to potential threats. The primary mission of the counterdrug program is to support law enforcement operations aimed at the importation, production and distribution of illegal drugs and, secondly, to support community-based drug demand reduction programs, which touched nearly 2.5 million people in 2004.

There are six general counterdrug mission categories: program management; technical support; general support; counterdrug related training; reconnaissance and observation; and drug demand reduction support. In 2004, approximately 2,372 National Guard personnel in a Title 32 status provided counterdrug support, in addition to preparing for their wartime mission through required training.





In Fiscal Year 2004 (October 1, 2003—September 30, 2004) the National Guard supported efforts that led to 61,029 arrests and assisted law enforcement in seizing the following:

Cocaine	102,382 pounds
Crack Cocaine	7,162 pounds
Marijuana eradicated	1,878,108 plants
Marijuana (processed)	842,509 pounds
Methamphetamines	10,759 pounds
Heroin	1,389 pounds
Ecstasy	411,520 pills
Other / Designer Drugs	14,870,793 pills
Weapons	8,359
Vehicles	15,102
Currency	\$216,000,270

Due to the tremendous effectiveness of National Guard training programs and the growing need for specialized training, the National Guard also operates five congressionally authorized counterdrug training academies to provide training to both law enforcement and community-based officials. These no-cost school programs are open to both civilian and military personnel and offer courses in both supply interdiction and demand reduction training.

The National Guard Counterdrug Program is an integral part of the synchronized cooperation between and among the Department of Defense and federal, state and local agencies across the full spectrum of homeland defense operations. With the annual authorization and appropriation by the Congress and the support of the Secretary of Defense, the governors' annual counterdrug state plans will become the framework for domestic operations. Through these operations, National Guard personnel assist nearly 5,000 law enforcement agencies at home each year. As we continue our support and engagement with the Global War on Terrorism, the National Guard Counterdrug Program provides critical complementary support to the combatant commanders in Northern and Southern Commands. By leveraging our unique military capabilities, national resources

and community focus, we can play a central role in shaping our nation's response to drugs and associated transnational security threats.

Homeland Defense: Here and Abroad for over 368 Years

National Guard Reaction Force

The National Guard has over 368 years of experience responding to both the federal government's warfighting requirements and the needs of the states to protect critical infrastructure and ensure the safety of our local communities. To improve the capability of the states to respond to threats against the critical infrastructure within their borders, the Chief of the National Guard Bureau asked the Adjutants General to identify and develop a Quick Reaction Force-type capability. The goal is to provide a trained and ready National Guard force to the governor of each state or territory capable of responding in support of local, state and, when required, Department of Defense requests. The National Guard Bureau works with the states and territories to identify current response capabilities, as well as with U.S. Northern and U.S. Pacific commands to ensure that National Guard capabilities are understood and incorporated into their response plans. We have also begun to identify additional requirements for force protection and interoperability with civilian emergency responders. The National Guard Reaction Force is not a new capability or concept. What is new is the concept of standardized training and mission capabilities shared by the 50 states, Commonwealth of Puerto Rico, two U.S. Territories and the District of Columbia, thereby enhancing those capabilities.

Full Spectrum Integrated Vulnerability Assessment

The Full Spectrum Integrated Vulnerability Assessment program is another National Guard Homeland Defense initiative. Teams of National Guard Soldiers or Airmen are trained to conduct vulnerability assessments of critical infrastructure in order to prepare and plan emergency mission response in the case of a terrorist attack or natural disaster. This program is designed to execute the necessary pre-planning to educate civilian agencies



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on basic force protection and emergency response; develop relationships between emergency responders, owners of critical infrastructure and National Guard planners in the states; and deploy traditional National Guard forces in a timely fashion to protect that critical infrastructure. In developing this concept, the National Guard Bureau worked with the office of the Assistant Secretary of Defense for Homeland Defense to establish policies and standards. During 2004, the Guard Bureau trained six teams to conduct vulnerability assessments. With this new initiative, the National Guard continues its time-honored tradition of preparedness to respond at a moment's notice in defense of America.

Weapons of Mass Destruction Civil Support Teams

The National Guard continued to strengthen its ability to respond to chemical, biological, radiological, nuclear and high-yield explosive events by adding twelve new Weapons of Mass Destruction Civil Support Teams during 2004. Since the September 11, 2001, attacks, the existing 32 certified Civil Support Teams have been fully engaged in planning, training and operations in support of local and state emergency responders. These full-time teams were designed to provide specialized expertise and technical assistance to the incident commander by identifying chemical, biological, radiological or nuclear substances; assessing the situation; advising the incident commander on potential courses of action; and assisting the response team with innovative technology and expertise.

Operationally, these teams are under the command and control of the governors through the respective Adjutant General in a USC Title 32 status. The National Guard Bureau provides logistical support, standardized operational procedures and operational coordination to facilitate the employment of the teams and to ensure supporting capability for states currently without a full-time Civil Support Team.

During fiscal year 2004, the National Guard Civil Support Teams were actively involved in assisting emergency responders throughout the country. This included 52 requests from civil authorities.

In accordance with Congressional mandate and Department of Defense direction, the National Guard

will add 11 new teams in fiscal year 2005 so that each of the 50 states, Commonwealth of Puerto Rico, two U.S. Territories and the District of Columbia will have at least one full-time team.

Chemical, Biological, Radiological, Nuclear, and High-Yield Explosive Enhanced Response Force Package

The National Guard developed an initiative to equip and train existing traditional National Guard units in 12 states to provide a regional response in the event of a domestic Chemical, Biological, Radiological, Nuclear, and High-Yield Explosive attack. This Enhanced Response Force Package capability consists of traditional National Guard Soldiers and Airmen who are rapidly recalled and deployed in teams to assist emergency responders. These units can secure an incident site, search for and extract casualties, and conduct mass casualty decontamination. The Enhanced Response Force Package is designed to be a follow-on force that complements the detection and advisory functions of the Civil Support Teams.



The National Guard Bureau identified 12 states to test this initiative and provided them with specialized equipment necessary to conduct mass casualty decontamination, medical triage, and casualty search and extraction. Individual and collective training on decontamination and medical triage tasks were successfully conducted during fiscal year 2004, with search and extraction training scheduled for fiscal year 2005.

These traditional National Guard units are now organized, trained and equipped to perform this critical mission and are able to provide a regional response in support of both Defense Department installations and the civilian community should a Chemical, Biological, Radiological, Nuclear, or High-Yield Explosive attack occur.

National Security Special Events

During fiscal year 2004, three National Security Special Events required National Guard leadership and forces to provide support to the Department of Homeland Security. These events were the





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G-8 Summit Conference in Sea Island, Ga., the Democratic National Convention in Boston, Mass., and the Republican National Convention in New York City. For each of these events, the National Guard provided support to local, state and federal agencies for security and protection to the participants and local citizenry.

For the first time ever, these events formalized the use of a National Guard Officer, in a dual United States Code Title 10 and Title 32 status as a Joint Task Force Commander. For these events, the Title 10 and Title 32 forces were under a command and control configuration that promoted a single point of accountability for operations to the combatant command, U.S. Northern Command. It also ratified a concept of operations that provided unity of effort for both Homeland Security and Homeland Defense activities. These events and the concept of the operations involving the incorporation of the Title 32 forces established a baseline precedent that will serve this nation in the security and defense of its homeland.

Intelligence for Homeland Security

During fiscal year 2004 and continuing into 2005, the National Guard Bureau's Joint Intelligence Directorate instituted a number of well-designed initiatives. An unclassified information system called Homeland Security Information System was installed and is operational in all 54 Joint Force Headquarters. An additional unclassified system, the Open Source Information System, is also operational at most of these headquarters, with training on the system either underway or completed at most sites. The directorate has provided daily intelligence briefings to these headquarters while developing intelligence architecture and standardized intelligence tools that result in a common operating picture, situational awareness and maximum efficiency for information-sharing. Working with the Joint Force Headquarters, the Intelligence Directorate has drafted a Joint Intelligence Table of Distribution and Position Description, which is under review for approval at the Department of Defense.

The directorate continues to evolve within the National Guard Bureau. We have produced the Joint Intelligence mission statement and a mission

essential task list. A classified information system is being installed at the Joint Operations Center to provide information-sharing at the classified level. The directorate continues to establish partnerships with national-level intelligence agencies for information-sharing and to leverage training opportunities. In addition, intelligence support to National Security Special Events and to Homeland Security joint exercises is a top-priority of Joint Intelligence. National Guard Bureau leaders receive regular intelligence briefings on such events, as well as briefings on world and local events.

Transformation for the 21st Century

Transformation to a Joint National Guard Bureau

The central elements of our historic dual mission are to provide policy, coordination and resources that permit the augmentation of the Army and Air Force with federalized National Guard forces in time of war or national emergency and to support the governor and combatant commanders with non-federalized forces to meet homeland defense needs.

The National Guard Bureau crafts the strategies that will result in the implementation of the Secretary of Defense's guidance to improve National Guard relevancy and support to the War on Terrorism, Homeland Defense and Homeland Security. The National Guard Bureau has presented the concept and implementation plan to achieve formal recognition as a joint activity of the Department of Defense to the services, which would formally establish the National Guard Bureau as the Joint National Guard Bureau.

Joint Force Headquarters-State

In fiscal year 2004, the Chief of the National Guard Bureau approved provisional operation of the Joint Force Headquarters in each of the 50 states, Commonwealth of Puerto Rico, two U.S. Territories and the District of Columbia. These headquarters serve as joint activities and exercise command and control over all assigned, attached or operationally aligned forces. They provide situational awareness of



developing or ongoing emergencies and activities to federal and state authority and, as ordered, provide trained and equipped forces and capabilities to the military services and combatant commanders for federal missions. They support civil authority with capabilities and forces for homeland security and domestic emergencies.

The National Guard Bureau is working to obtain approval of Joint Force Headquarters-State as a recognized joint activity, and submitted a draft Joint Table of Distribution to the Joint Staff in September 2004.

National Guard Enterprise Information Technology Initiatives

The National Guard continues to aggressively promote and support the use of its Enterprise Information Technology for our warfighters in the execution of their missions at all levels, including Homeland Security and Homeland Defense. The National Guard Bureau is implementing new initiatives as part of the National Guard Enterprise to support the Guard's expanding role for Homeland Defense, as well as for mobilization and deployment. The initiative will utilize National Guard telecommunications resources, specifically distributed learning classrooms and video teleconferencing assets to link Civil Support Teams in thirteen states. In March 2004, the National Guard resources assisted the Department of Homeland Security with the ongoing development of Buffer Zone Protection Plans. These are a vital component to the overall protection of the country's key assets and critical infrastructure. Use of this technology saved thousands of dollars in travel costs; promoted sharing and collaboration among senior homeland security coordinators and advisors in the 50 states, Commonwealth of Puerto Rico, two U.S. Territories and the District of Columbia; and helped standardize information and guidance for the field.

Another initiative is the development of the Virtual Mission Preparation capability. This is a prototype that provides a web-based, portal technology with the capability to display real-time unit status, as well as overall mobilization readiness status down to the individual Soldier level. It was developed in Pennsylvania to support the 28th Division's rotation

to Bosnia. It is now being applied to Operation Iraqi Freedom and to stand up the 56th Stryker Brigade of the Pennsylvania Army National Guard. The system provides functionality that has application across the Army National Guard to improve deployability and capability to meet Department of Defense and emergency response missions.

Homeland Security Joint Interagency Training Centers

In April 2004, the Chief of the National Guard Bureau commissioned a study on the feasibility of creating a Homeland Security Center of Excellence with sites in the eastern and western United States. These centers would function as Joint Interagency Training Centers (JITC), which would provide the needed education and training to National Guard personnel and our intra- and interagency partners in Homeland Security and Homeland Defense.

The study recommended that:

- Camp Dawson, W. Va., be known as JITC-East, with the primary focus on Chemical, Biological, Radiological and High-Yield Explosives and Continuity of Operations
- The National Interagency Civil Military Institute relocate from Camp San Luis Obispo to the Naval Air Station at San Diego, enabling the establishment of JITC-West with the mission focus on maritime/port security and cross border security

The mission of the centers is to provide a joint training environment that focuses on the detection, prevention and deterrence of the terrorist cycle over the near-term and supports the transformation of the Armed Forces for the long-term to win the Global War on Terrorism. The centers will be dual-use, military and civil support; provide a range of training consistent with the June 2003 Department of Defense Training Transformation Implementation Plan; and educate, train and exercise Department of Defense and Intergovernmental, Interagency and Multi-national partners/organizations in conjunction with ongoing Homeland Defense operations in accordance with guidance from the National Guard Bureau.





Joint CONUS Communications Support Environment

Under USC Title 10, one of the National Guard Bureau's purposes is to be the channel of communications between the National Guard of the several states and the Departments of the Army and Air Force. That role includes providing an interface for communications between federal and state agencies concerning incidents involving homeland security. U.S. Northern Command, U.S. Pacific Command, U.S. Strategic Command and other federal agencies require "continuous situational awareness" of incidents occurring in the states related to homeland security and the associated activities of the National Guard while acting under state or federal control. A command and control requirement exists when both the president and governor agree to designate a National Guard commander under the provisions of USC title 32, Section 325 for National Security Special Events. This was the case during 2004 for the G8 Summit and both national political conventions.

In 2004, the National Guard Bureau initiated implementation of the Joint Continental United States Communications Support Environment. This state-federal network connectivity concept involves national-level management and integration by long haul, tactical and other service communication capabilities. This system will provide U.S. Northern Command, U.S. Pacific Command, U.S. Strategic command and the Joint Force Headquarters-State with connectivity to and through state networks to an incident site. The system environment includes information technology support to the National Guard Bureau Joint Operations Center, a Joint Force Headquarters-State communications element, network-centric connectivity state-to-state, vertical connectivity to incident sites (to include mobile wireless capability) and both radio and satellite systems to provide a National Guard Homeland Security Communications Capability. This approach was used in real world situations during the political conventions and the hurricanes in Florida with outstanding results.

Transforming the Mobilization and Demobilization Process

The Logistics Directorate of the National Guard Bureau is charged with the responsibility for monitoring the mobilization process of National Guard units. Transformation of these processes is essential to maintain a strong, reliable National Guard and to support the combatant commanders during wartime.

Mobilization of the National Guard is continuing at historic proportions. Not since World War II have the numbers of reservists who have been called to active duty been as high as they are today. Currently, more than 40 percent of the Soldiers, Sailors, Airmen and Marines participating in Operation Enduring Freedom and Operation Iraqi Freedom are Reservists. The Guard alone has mobilized over 100,000 Soldiers and Airmen since the attack on the United States on September 11, 2001.

Transformation and reform of the mobilization and demobilization process go hand-in-hand for the National Guard. In 2003, the United States Joint Forces Command was tasked to transform the mobilization and demobilization processes. The National Guard Logistics Directorate worked with the command and the other services and components to report recommendations to the Chairman of the Joint Chiefs of Staff in the fall of 2004. Many of those recommendations have been instituted by the services, either as a result of that report or as self-initiated better business practices.

Greater time efficiency is achieved by improving the mobilization process. Several of the recommendations focused on the readiness of Reserve units prior to their mobilization date. Implementing those recommendations resulted in a reduction in the length of time a unit or Guardsman spends at a mobilization station.

The mobilization and deployment processes at the onset of the Global War on Terrorism were designed for the Cold War era. Today, there is a more immediate and urgent demand for the National Guard. We must transform the process to be more efficient and effective in putting more "boots on the ground" ... Protecting America at Home and Abroad!



State Adjutants General

Alabama

Major General (Ret) Crayton M. Bowen
The Adjutant General, Alabama

Alaska

Major General (AK) Craig E. Campbell
The Adjutant General, Alaska

Arizona

Major General David P. Rataczak
The Adjutant General, Arizona

Arkansas

Major General Don C. Morrow
The Adjutant General, Arkansas

California

Major General Thomas W. Eres
The Adjutant General, California

Colorado

Major General Mason C. Whitney
The Adjutant General, Colorado

Connecticut

Major General William A. Cugno
The Adjutant General, Connecticut

Delaware

Major General Francis D. Vavala
The Adjutant General, Delaware

District of Columbia

Major General (DC) David F. Wherley, Jr.
The Adjutant General, DC

Florida

Major General Douglas Burnett
The Adjutant General, Florida

Georgia

Major General David B. Poythress
The Adjutant General, Georgia

Guam

Colonel Jerry M. Rivera
The Adjutant General, Guam

Hawaii

Major General Robert G. F. Lee
The Adjutant General, Hawaii

Idaho

Major General (ID) Lawrence F. Lafrenz
The Adjutant General, Idaho

Illinois

Brigadier General (IL) Randal E. Thomas
The Adjutant General, Illinois

Indiana

Major General R. Martin Umbarger
The Adjutant General, Indiana

Iowa

Major General G. Ron Dardis
The Adjutant General, Iowa

Kansas

Major General (KS) Tod M. Bunting
The Adjutant General, Kansas

Kentucky

Major General (KY) Donald C. Storm
The Adjutant General, Kentucky

Louisiana

Major General Bennett C. Landreneau
The Adjutant General, Louisiana

Maine

Brigadier General (ME) John W. Libby
The Adjutant General, Maine

Maryland

Major General Bruce F. Tuxill
The Adjutant General, Maryland

Massachusetts

Major General (Ret) George W. Keefe
The Adjutant General, Massachusetts

Michigan

Major General Thomas G. Cutler
The Adjutant General, Michigan

Minnesota

Major General Larry W. Shellito
The Adjutant General, Minnesota

Mississippi

Major General Harold A. Cross
The Adjutant General, Mississippi



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Missouri

Brigadier General (MO) King E. Sidwell
The Adjutant General, Missouri

Montana

Major General (MT) Randall D. Mosley
The Adjutant General, Montana

Nebraska

Major General Roger P. Lempke
The Adjutant General, Nebraska

Nevada

Major General Giles E. Vanderhoof
The Adjutant General, Nevada

New Hampshire

Brigadier General Kenneth R. Clark
The Adjutant General, New Hampshire

New Jersey

Major General (NJ) Glenn K. Rieth
The Adjutant General, New Jersey

New Mexico

Brigadier General (NM) Kenny C. Montoya
The Adjutant General, New Mexico

New York

Major General Thomas P. Maguire, Jr.
The Adjutant General, New York

North Carolina

Major General William E. Ingram, Jr.
The Adjutant General, North Carolina

North Dakota

Major General Michael J. Haugen
The Adjutant General, North Dakota

Ohio

Major General (OH) Gregory L. Wayt
The Adjutant General, Ohio

Oklahoma

Major General (OK) Harry M. Wyatt
The Adjutant General, Oklahoma

Oregon

Brigadier General Raymond C. Byrne, Jr.
The Acting Adjutant General, Oregon

Pennsylvania

Major General (PA) Jessica L. Wright
The Adjutant General, Pennsylvania

Puerto Rico

Brigadier General (PR) Francisco A. Marquez
The Adjutant General, Puerto Rico

Rhode Island

Major General Reginald A. Centracchio
The Adjutant General, Rhode Island

South Carolina

Major General (Ret) Stanhope S. Spears
The Adjutant General, South Carolina

South Dakota

Major General Michael A. Gorman
The Adjutant General, South Dakota

Tennessee

Major General Gus L. Hargett, Jr.
The Adjutant General, Tennessee

Texas

Major General Wayne D. Marty
The Adjutant General, Texas

Utah

Major General Brian L. Tarbet
The Adjutant General, Utah

Vermont

Major General Martha T. Rainville
The Adjutant General, Vermont

Virginia

Major General Claude A. Williams
The Adjutant General, Virginia

Virgin Islands

Brigadier General (VI) Eddy L. Charles
The Adjutant General, Virgin Islands

Washington

Major General Timothy J. Lowenberg
The Adjutant General, Washington

West Virginia

Major General Allen E. Tackett
The Adjutant General, West Virginia

Wisconsin

Major General Albert H. Wilkening
The Adjutant General, Wisconsin

Wyoming

Major General (WY) Edward L. Wright
The Adjutant General, Wyoming





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